

## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Proposed Charter for the Office of Security  
Management Advisory Group

FROM:

Chief, Staff and Operations  
Branch

EXTENSION

NO.

DATE

27 November 1985

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S  
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.

DD/OS

29 NOV  
1985

M/B

Jn

2.

3.

D/OS

17 DEC  
198518 DEC  
1985

✓

4.

DD/OS

19 DEC  
1985

2/19

Q

5.

C/S TOB

6.

7.

8.

9.

10.

11.

12.

13.

14.

15.

Sounder good to me. - I believe we should get the organization handled first - then move on this. You may want to discuss with Carl in meantime. Jn

Carl et al

You guys have done a good job. You're struck a chord which I find very appropriate & acceptable to me. I agree until Joe that we ought to wait until the reorg - that in itself may create some entirely issue for MAG Jn

40 - Let's get together after Christmas & New Years and discuss - Thanks for the good effort Jn

27 November 1985

MEMORANDUM FOR: Deputy Director of Security

25X1 FROM: [redacted]

Chief, Staff and Operations Branch

SUBJECT: A Proposed Charter for the Office of Security's  
Management Advisory Group

1. As requested at the conclusion of the manager's conference of 4-5 November 1985, the communications team has assembled some thoughts on what the structure and functions of the Office of Security's Management Advisory Group (MAG) ought to look like. The individuals who contributed to this preliminary charter are Jim [redacted] and the writer. [redacted]

25X1 provided earlier relevant comments in preparation for the  
25X1 conference. Basically, we have aimed at an ad hoc, issue-driven process organized around a committee of thirteen people representing all four of the deputy directorates. The various functional categories of employees are represented as well. The specific remarks that follow address representation, tenure, the selection process, communications and several items which illustrate jurisdiction. [redacted]

25X1 2. The team proposes the following representation for the OS  
MAG:

Clerical/Technical/Paraprofessional

- 1 paraprofessional from the Directorate for Personnel Security and Investigations (PSI).
- 1 clerical from the Policy and Management Directorate (possibly from the Security Records Division or the Special Security Center).
- 1 technician from the Technical Security Directorate (an engineering tech).
- 1 Security Protective Officer.

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Officer

- 25X1 1 officer from the [ ] Hqs elements (representing the overseas area interests).
- 1 officer from the domestic area security ranks.
- 1 officer from the PSI Hqs area.
- 1 officer from Polygraph Division.
- 1 officer from the Engineering Division of the Technical Security Directorate (TSD).
- 1 officer from the Operations Division, TSD.
- 1 officer from the P&M Directorate.
- 25X1 1 officer from the P&M rotational assignment ranks (Finance, LOG, PMS, etc.). [ ]

25X1 3. The team felt that the representation outlined above would provide broad coverage of the diverse interests present in the Office of Security today. Obviously, enhancing communications from and within all sectors was a primary goal. However, effort was also made in proposing this coverage to break down parochial barriers, provide a voice to all levels of OS employees and even to add some external perspective. [ ]

25X1 4. The thirteenth member of the MAG team should be a clerical person assigned to record minutes and provide other administrative support. Additional support resources may have to be called upon as needed to accomplish specific tasks. [ ]

5. The communications team offers these observations concerning selection and tenure of the MAG participants:

- ° Service on the MAG should be limited to grade GS-14 and below. This will tend to minimize perceptions of OS management control of the group and to encourage open communications between MAG and the people MAG is to serve.
- ° Members of the MAG should be drawn from the ranks of the Category I and II populations. MAG service will be a demanding undertaking requiring drive, imagination, creativity and leadership ability.

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- ° Members should be selected by the Director of Security with the advice of the advisory panels.
- ° A chairman and deputy chairman should be selected by the MAG membership.
- ° The membership should be backed up by a full complement of alternates, i.e., each time a member is selected to serve, an alternate is also chosen. Generally, permanent members who rotate out of MAG service will be replaced by their alternates.

25X1

- ° The term of service should be for one year.

25X1

6. Considerable discussion occurred within the group concerning the nature of MAG deliberations and particularly the matter of communications. We anticipate an ad hoc process wherein the MAG meets to plan research and produce final recommendations only on issues of broad interest to OS as a whole or focused on specific, basic OS functions. (Illustrative examples appear below.) It is anticipated that MAG members will have frequent and consistent dialogues with line people, senior OS managers and specialized groups like the Career Management Staff (CMS). These dialogues will generate MAG's agenda. Communications should stress informal and unwritten channels except in the case of final research results and/or recommendations.

25X1

7. The team considered whether these communications, which would essentially drive the MAG process, should be programmed or institutionalized in any way. We finally concluded that they should not be forced or scheduled. The team reasoned that MAG communications between line and management elements would initially be fairly easy to maintain on the basis of the current interest. Even if the dialogue ceased at some future time, it is quite likely that senior managers would prod the system for some explanation of the lapse in activity. Simply put, the team feels that the MAG will stand or fall based upon the interest generated throughout the Office in maintaining open communications. This should not require propping up the MAG with an artificial, scheduled dialogue. Middle and senior managers can certainly play a leadership role here by stimulating discussion and by raising issues with more reticent, junior personnel, but we should be able to maintain interest through informal means. Of course, this conclusion is subject to verification once MAG becomes operational; we should remain open to necessary midcourse corrections.

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25X1 8. With respect to reporting responsibilities, the team felt that most formal and informal communications between MAG and the Director of Security or other senior managers would be handled by the chairman or deputy chairman. There will be occasions, however, when the issue under discussion will require the participation of specialists from within the MAG ranks to handle a topic intelligently and efficiently. Communications among all MAG members and middle and senior OS managers are to be encouraged. [redacted]

9. The team's discussion of MAG's jurisdiction included general statements of philosophy, specific "don't's" and several illustrations of appropriate topics. Generally, MAG should have a broad charter to investigate and report to the Director of Security on issues of interest to the Office of Security by virtue of their management or functional relevance. MAG should not be involved with individual matters such as grievance claims or career counseling. Some examples of appropriate topics might be:

- ° CIARDS criteria.
- ° Recognition, mobility incentives, the awards program, etc.
- ° Tandem/married couples assignment policies.
- ° SPO retention; target recruitment populations.
- ° OS participation in the Career Training Program.
- ° The up-front polygraph; expanding the role of polygraph (PHS verification?).
- ° SORT recruitment/minority hiring. [redacted]

25X1 10. The success of MAG in the Office of Security will depend primarily on the will of our people to use this communications channel once it is created. An important secondary role will be played by middle and especially senior managers in stimulating interest within the ranks and in demonstrating a genuine commitment to listening to what comes out of the process. Both of these objectives can be accomplished through proper, energetic public relations work and by actions which flow out of MAG's efforts. [redacted]

[redacted]  
The Communications Team

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